



South Carolina One-Stop Certification System Standards for Employer Services

The following pages represent the standards and measures for employer services as developed by the project Core Team and approved by the Steering Team.

Statewide issues that are outside the control of individual workforce areas and One-Stop Centers, but which the Core and Steering Teams identified for action in order to enable establishment of the highest possible standards for One-Stop Centers, are presented in a separate companion document. The certification standards presented here are those over which local workforce investment areas and One-Stop Centers are assumed to have control.

Please note that the project teams have not yet discussed some important details of the overall structure of the certification system, such as levels of certification, technical assistance, rewards, etc. However, it is already clear that the Teams feel it is important to set measures for continuous improvement as well as the minimum baseline standards. We have therefore built those continuous improvement measures into this draft. To clarify:

1. Measures are now shown as either Baseline or Continuous Improvement. Baseline measures are minimum standards that would have to be met for basic Certification. Continuous Improvement measures assume achievement of the baseline measure and reflect a higher level of accomplishment, and may be associated with a higher level designation or rewards.
2. The Certification process will eventually include a measurement tool with questions that can be answered in either a yes/no fashion or with a rating scale.



South Carolina One-Stop Certification System Standards for Employer Services

1. Standards for Satisfying Employers

VALUE STATEMENT: The One-Stop Career Center System is focused on understanding business needs and has an effective business services approach for meeting those needs. It plays a key role in regional economic development by aligning resources with economic development and education partners and service delivery strategies with the workforce needs of employers.

Draft Standard	Baseline Measures	Continuous Improvement
<p>1. Current and prospective employers are consulted on the critical success factors for the One-Stop Center and workforce area.</p>	<ul style="list-style-type: none"> • There is evidence that employers have been consulted for input on critical success factors through focus groups, written or on-line surveys, and/or targeted interviews. 	<ul style="list-style-type: none"> • Employer identified success factors are built into the satisfaction instrument(s)
<p>2. Satisfaction with both processes and outcomes is measured for existing employer customers.</p> <p>The following preferences were expressed:</p> <ul style="list-style-type: none"> ➤ Consistent statewide customer feedback tools/instruments. ➤ On-line surveys ➤ Brief, on-point surveys that will have a greater likelihood of completion by employers 	<ul style="list-style-type: none"> • An employer feedback system is defined; survey tools, methods and protocol are outlined in writing. There are unified tools for all programs of the center and/or workforce area. Employer satisfaction plans call for measurement of: <ul style="list-style-type: none"> ➤ staff responsiveness ➤ timeliness ➤ taking of job orders ➤ quality of referrals ➤ testing/assessment/screening ➤ incumbent worker training, on-the-job training, WorkKeys testing and customized training ➤ Rapid Response and outplacement-type services ➤ Integration of marketing and service provision (seamless process) ➤ Timely follow-up with employers 	<ul style="list-style-type: none"> • The employer customer feedback process has been implemented -- the system has been put into place. • Feedback is used to add and/or improve services.



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Draft Standard	Baseline Measures	Continuous Improvement
3. Employer satisfaction for existing employer customers is measured at both the center level and workforce area level and can be disaggregated for analysis and action.	<ul style="list-style-type: none"> Employer customer satisfaction data is disaggregated by One-Stop Center 	<ul style="list-style-type: none"> Employer customer satisfaction data is disaggregated by business size, industry, type of job order (skilled vs. unskilled; management vs. entry-level) and by type of services used.
4. Customer behavior is used as the primary indicator of customer satisfaction.	<ul style="list-style-type: none"> The One-Stop Center and workforce area track repeat business and market penetration as the primary indicators of customer satisfaction. 	<ul style="list-style-type: none"> This information is disaggregated by employer size and industry, thereby reflecting the needs of different types of employers.
5. Feedback from employers is used to improve services.	<ul style="list-style-type: none"> The One-Stop Center and workforce area have a system in place whereby decisions are made and changes are implemented to improve services based on the feedback received from employers. 	<ul style="list-style-type: none"> Employers are surveyed in areas that needed additional attention based on previous feedback.



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2. Standards for Managing Employer Services

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Draft Standard	Baseline Measures	Continuous Improvement
1. Every workforce area and One-Stop Center makes employer services a priority.	<ul style="list-style-type: none"> Each workforce area has a written employer services strategy based on local WIB-developed priorities that can be articulated by front-line staff in the One-Stop Centers. 	
2. Each workforce area has a fully integrated multi-agency employer services team comprised of dedicated business services staff.	<ul style="list-style-type: none"> Every workforce area and One-Stop Center has designated business and/or employer services staff. At a minimum, WIA and Wagner-Peyser both contribute financial, human and other resources to the business services team. All Employer Services team members are fully trained and cross-informed so as to be able to represent and know how to facilitate all system services, including education, training, Regional Education Centers. 	
3. The employer services team is managed as a unified activity.	<ul style="list-style-type: none"> The WIB appoints a lead person (may be rotating) to manage the Employer Services Team and be the point of contact for regional economic development and employer service initiatives. 	<ul style="list-style-type: none"> To the extent that they have dedicated employer services staff, partners contribute resources to the employer services team, and participate fully in team activities and responsibilities. Partners include Technical Colleges, Vocational Rehabilitation and DSS.



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4. The team is system-focused, not just center-focused.	<ul style="list-style-type: none"> Employer Services team members identify themselves to employers as workforce system (employer services) representatives. They all represent the workforce system as a unified entity and present the full range of services to employers. There are regular Employer Services team meetings, virtual or otherwise. There is a method for consistent real time communication for the Employer Services team. 	
5. The Employer Services team utilizes one job bank system.	<ul style="list-style-type: none"> All employer services staff utilize the SC JobLink system for job orders and referrals, which is accessible to all staff. All Virtual One Stop (VOS) job orders are downloaded to SC JobLink. 	<ul style="list-style-type: none"> Access to JobLink is granted to all partners who request it.



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<p>6. There is a strong link between the activities of the employer services team, economic development and education entities.</p>	<ul style="list-style-type: none">• There is evidence of collaboration between the Employer Services team and the appropriate education and economic development agencies. Such evidence includes:<ul style="list-style-type: none">➤ The relevant economic development agencies and technical college(s) are active members of the Employer Services team.➤ The production and sharing of information on new companies relocating to the area; companies leaving the area; expanding and contracting companies; and the types of jobs expected to expand or decline.	<ul style="list-style-type: none">• There is evidence of collaboration between the Employer Services team and the appropriate education and economic development agencies. Such evidence includes:<ul style="list-style-type: none">➤ Collaborative designation of target industries or industry clusters around which education, economic and workforce development resources are aligned.➤ A system of regular communication designed to ensure the development and implementation of aligned strategies around the targeted industries.
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South Carolina One-Stop Certification System Standards for Employer Services

3. Standards for Delivering Quality Services to Employers

VALUE STATEMENT: The One-Stop Career Center System is focused on understanding business needs and has an effective business services approach for meeting those needs. It plays a key role in regional economic development by aligning resources with economic development and education partners and service delivery strategies with the workforce needs of employers.

Draft Standard	Baseline Measures	Continuous Improvement
<p>1. Every workforce area and One-Stop Center builds a quality employer services team. (This standard could be in “Managing Employer Services” or “Delivering Quality Services”)</p>	<ul style="list-style-type: none"> • Employer services staff are selected based on their skills and experience with employers rather than agency of employment. • There is a single point of contact/account executive system for employers 	<ul style="list-style-type: none"> • There are statewide criteria/skills requirements for business services staff with a timeline for achieving required competencies. • Local areas are knowledgeable of available business services training curricula. • Local areas arrange for needed training that includes customer service training and a partner services education component. • There is an assessment of staff to validate skill attainment. A consistent assessment tool is utilized statewide.
<p>2. Each workforce area and One-Stop Center operates from a plan designed to identify employer needs and designs employer services based on customer requirements, both in the aggregate and for individual employers.</p>	<ul style="list-style-type: none"> • Employer Service staff all function within the same procedures and goals. • The outreach/marketing approach to employers emphasizes the benefits to employers rather than the menu of services offered • Each workforce area and One-Stop Center maintains a database to track contacts, delivery of services and outcomes. (There are off-the-shelf portal-based customer relations management programs that can be acquired by WIBs.) 	<ul style="list-style-type: none"> • Outreach/marketing and databases are organized by employer industry and size, and activities are focused on critical high growth industries and high demand occupational clusters with family-sustaining wages.



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Draft Standard	Baseline Measures	Continuous Improvement
<p>3. Every workforce area offers a consistent basic menu of demand-driven services. Some services are offered at every Center, others are offered on a workforce area-wide basis. (See attached “Menu: One-Stop Services to Business”).</p>	<ul style="list-style-type: none"> • There is a single access point for employers and a single talent bank • The workforce area has designated which of the consistent menu of services will be available at every One-Stop Center and which will be available on a workforce area-wide basis. (See final page for recommended services and venues.) • Each One-Stop Center has and distributes information on employment-related resources that employers may need, e.g. Ready SC, Apprenticeship SC, ADA compliance, EEO compliance, Adult Education, Quick Jobs, Kuder Journey, WorkKeys, WIN, SC Pathways 	<ul style="list-style-type: none"> • The accessibility and quality of services offered as part of the basic menu is assessed on a regular basis, and processes that are not customer friendly or do not add value for the customer are addressed in a timely manner.
<p>4. Workforce areas may offer an expanded menu of no-cost or fee-based services to employers.</p>	<ul style="list-style-type: none"> • The workforce area indicates what its expanded menu of no-cost and fee-based services will be in its Plan and strategies, and all employer services staff markets the benefits of such services regardless of the delivery agent. 	<ul style="list-style-type: none"> • The accessibility and quality of services offered as part of the expanded menu is assessed on a regular basis, and those that are not customer friendly or do not add value for the customer are addressed in a timely manner



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Draft Standard	Baseline Measures	Continuous Improvement
<p>5. Each workforce area and One-Stop Center maintains partnerships that allow it to provide or arrange for services that contribute to greater employer satisfaction.</p>	<ul style="list-style-type: none">• Workforce areas and One-Stop Centers collaborate with Technical Colleges, Regional Education Centers, higher education institutions and other service providers to increase the pool of qualified applicants available to employers through the One-Stop system, especially in sectors with identified skills gaps.	<ul style="list-style-type: none">• There is evidence of collaboration with adjacent workforce areas and One-Stop Centers designed to increase the number, variety and value of services to better meet employer needs and fill high demand job openings.

MENU: One-Stop Services to Businesses

I. Common menu of basic employer services to be offered in every workforce area

1. Job Postings – Online, phone call, fax, in-person
2. Applicant screening and referral to employer specifications
3. Professional Testing (Typing, Basic Skills, Microsoft Office)
4. Customized Recruitment
5. Job Fairs
6. Provision of Labor Market Information
7. Interviewing Space, Scheduling
8. Provision of information and referral related to:
 - Tax Credits
 - Community Resources
 - Federal Bonding
 - Americans with Disabilities Act (ADA)
 - Veterans services
9. Incumbent Worker Grants
10. OJT
11. Customized Training
12. Information on Unemployment Insurance (UI)
13. Rapid Response services
14. Trade Adjustment Assistance (TAA) information and services
15. Veterans Employment Services

II. Expanded List of Employer Services -- examples

1. Customized services for significant company or industry dislocations
2. Access to WorkKeys testing
3. WorkKeys profiling services – May be fee-for-service
4. Database of WorkKeys tested applicants
5. Access to WIN to upgrade employees' skills
6. Labor Market Information workshops
7. Other services at the discretion of local areas